

CONCORDIA
UNIVERSITY



Faculty of Commerce and Administration

Commerce Community



[Oct 1983]

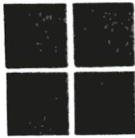
commerce quarterly

MESSAGE FROM THE DEAN

I would like to extend a warm welcome to all returning as well as new faculty members for this 1983-84 academic year. I look forward to working with all of you in my new capacity as Dean of the Faculty of Commerce and Administration.

The first three months of my term have been fascinating for the most part as any honeymoon is. However, I am quite cognizant of the many areas which will require intensive effort on behalf of my staff and me. I want to thank the department chairpersons, Cleve Patterson, Peter Pasold, David Blazouske, Jack Goodwin and Ron McTavish for their enthusiastic support and contribution to some projects they have already been involved with. Without them and the excellent professorial and support staff of this faculty, many of my dreams for the next five years would be difficult to actualize.

As you already know, we have made some major alterations in the Office of the Dean with the reallocation of several dossiers which are intended to support our strategy and mission for this new organization. Peter Pitsiladis is the Associate Dean, Academic and Administrative Affairs and is responsible for graduate studies programming, budget, part-time faculty and support staff. Charles Draimin is the Assistant Dean for Research and Director of the Ph.D. Program. The establishment of this new position is my commitment to support research activities, a working paper series and expanded graduate education opportunities. Roland Wills will continue as Associate Dean for Student Affairs for the large scale undergraduate program we offer and is currently chairing a most important curriculum committee composed of our faculty and business persons interested in and qualified to, evaluate the current program and recommend needed changes which will keep us relevant and competitive. Larry Boyle will serve as Assistant Dean at the Loyola Campus for both Academic and Student Affairs and have responsibility for decisions affecting that operation. I personally enjoy working with these four capable professionals who are willing and able to assume their responsibilities with dedication, enthusiasm and a sensitivity to the needs of their clientele. Do not hesitate to meet with each of them if you have the need or opportunity to do so and discuss any issues which will be mutually beneficial to you, your department, this Faculty and the University of which we are a major part.

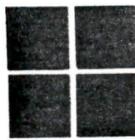


During this summer, the Concordia Centre for Management Studies made several changes in the direction of its programming and offerings which will depend upon more intensive involvement of our faculty for the development and implementation of conferences, seminars, consultation and contract research. We are most fortunate in securing the services of Mr. Peter Schwartz who is Director of Market Development and Pricing for CN Rail Inc. as our Chief Executive Officer and President of the CCMS for the five year period of my mandate. Many of you know him as Adjunct Professor of Marketing (Transportation Studies) and an alumnus of Concordia who is committed to our growth and success. He will shortly meet with all chairpersons and departmental members to discuss plans and programming.

Closely connected to this event is the formalization of the Concordia Transportation Centre which will begin its second year of operations but its initial foundation year under the Directorship of Dr. K. Lee McGown. Peter Schwartz will serve as Chairman of the Concordia Transportation Centre Executive Committee which is composed of some of our own academics and local businessmen. I am most excited about this activity which will hopefully culminate in research activity, contract consultation and a concentration in the MBA program within the next several years. Community support has been most enthusiastic. You should also note that Dr. V.H. (Manek) Kirpalani has assumed the Directorship of Exchange Cooperative Programs which involve universities in China, France, Europe, the Mid-East and United States. Agreements with selected universities are currently being negotiated and you will have the opportunity to participate in this activity as well.

I have been informed that university negotiations with CUFA are moving along but have not culminated into a formal agreement as of this date. Therefore, our current workload and remission policy must be observed until further clarification regarding the negotiations appear. I have attempted to reach reasonable and equitable arrangements with each department chairman so that all faculty members can plan their teaching, research and committee workload accordingly. I am hoping, for the most part, that all parties are satisfied.

While this media vehicle The Commerce Quarterly is intended to disseminate information into the system, it is not the only communications mechanism at your disposal. I am not convinced Faculty Council and similar forums are adequate for the two-way process needed to keep you informed of relevant activities, and this Office aware of what your needs may be. I can only entertain your requests if I am aware of what they are. I invite you



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to become involved in your faculty. I will do my utmost to make that decision on your behalf, one which you will benefit from.

I wish each of you the very best of luck for this forthcoming year and I look forward to working with you in accomplishing those projects which will be mutually beneficial. We have an excellent, professional school and staff which is deserving of your continuing contributions.

NEW FACULTY MEMBERS

We would like to welcome the following new faculty members:

DEPARTMENT OF FINANCE

Abraham BRODT (Associate Professor)

Dr. Brodt obtained his Ph.D. in Finance and Quantitative Analysis from New York University. Prior to joining Concordia, he taught at the University of Ottawa, Tel Aviv University, and at H.E.C. His principal research area is portfolio theory applied to the management of financial institutions.

Steven BISHOP (Visiting Lecturer)

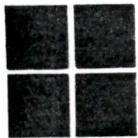
Mr. Bishop is a faculty member at the University of New South Wales and is a Ph.D. candidate in the Australian Graduate School of Management.

Ginette McMANUS (Visiting Lecturer)

Mrs. McManus is a Ph.D. candidate at Laval University and comes to Concordia from Cleveland State University.

Susan ALCOCK-GALL (Sessional Lecturer)

Mrs. Alcock-Gall was winner of the Frosst and Finance Medals in 1982 and has just completed her MBA at Concordia.



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Arshad AHMAD (Sessional Lecturer)

Mr. Ahmad obtained his MBA from McGill in 1981 and has taught previously in Concordia and McGill's part-time programs.

Chris GUILDING (Sessional Lecturer)

Mr. Guilding is a member of the Institute of Cost and Management Accountants and has just completed his MBA at Concordia. Last year he taught part-time in the Accountancy Department.

DEPARTMENT OF MANAGEMENT

Bakr IBRAHIM (Assistant Professor)

Ph.D., Concordia, joined the Department as of January 1, 1983. He is currently teaching in the policy area.

Irene DEVINE (Assistant Professor)

Ph.D Case Western Reserve, is well known on the Loyola campus where she worked in the Dean of Students Area as well as teaching part time in Management. She will be teaching Introductory Management and Managerial Concepts.

Lori FALKENBERG (Assistant Professor)

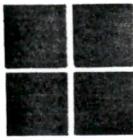
Ph.D. Illinois, Lori accepted a SSHRC grant to retool into the Management area. She completed this process at Queen's University and now joins our Organizational Behavior group. She will be teaching Foundations of Behavior and Organizational Behavior.

Bill TAYLOR (Associate Professor)

Ph.D. HEC. Bill comes from Bishop's University to the bright lights of Montreal and to Concordia University. He joins the Business Policy group and will teach in that area.

John OSS (Assistant Professor)

Ph.D. SUNY Albany. John has been a fractional lecturer for the past semester. He has joined the Department as a leave replacement for one year. John is teaching in the DIA and undergraduate program.



William BENEDICT (Executive in Residence)

Ph.D. University of Grenoble. Joins the Department to teach Industrial Relations. His many years of experience as a union executive and as an educator provide us with a unique person to launch the Major in Industrial Relations program.

EXECUTIVE ADVISORY PROGRAMME

The Executive Advisory programme has been developed to utilize the expertise and skills of the business community as well as CCMS members who want to participate directly in the learning environment of the Faculty. The executive will work directly with the professor who is responsible for the course thus linking together theory as well as practical application of these courses. In many cases, the student will use the host corporation of the executive to conduct research which will satisfy partial course requirements. The Royal Bank has agreed to sponsor this program. Link-ups for the Fall 1983 semester are as follows:

Course and Professor

Dr. D. Benedict
Management 464 - Industrial Relations

Dr. A. Brodt
Finance 641 - Introduction to Finance

Dr. Z. Gidengil
Marketing 651 - Market Research

Dr. J. Kelly
Management 641 -
Organizational Behavior

Dr. J. Doukas
Finance 682 -
International Finance Management

Executive Advisor

Mr. Eric Ash
Director of Personnel,
CN Rail

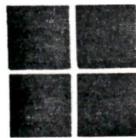
Mr. Julien Beliveau
Bourse de Montreal

Mr. Frank Lyman
Chairman of the Board
Canadian Facts

Mr. Larry Kendall
President,
Cameo Crafts

Mr. Rob Ritchie
Assistant V.P. Marketing
CP Rail

Mr. Michel Jourdin
Assistant Treasurer &
Assistant Director
Capital Markets - Hydro
Quebec



Dr. P. Wade
Accounting 695 -
The Electronic Office

Dr. E. Mahmoud
Quantitative Methods 521 -
Applied Statistics

Quantitative Methods 651 -
Forecasting

Dr. E. Douglas
Finance 645 -
Business Economics

F. Farhoomand
Quantitative Methods 695 -
Micro-computers: A New Wave
in Information Processing

Dr. W. Taylor
Management 691 - Corporate Planning

Dr. V. Baba
Management 695 - Stress
Management Seminar

Dr. B. Prince
Management 642 - Organizational
Theory

Mr. Roy Fontaine
Systems Manager -
Administrative Systems
Development, CN Rail

Dr. Darryl Rhodes
Chief, Current Economic
Analysis Statistics
Canada

Mr. Larry Krohn
Economists,
The Royal Bank of Canada

Mr. John Meddings
Research Project
Officer,
CN Rail

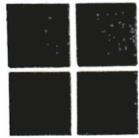
Mr. Jean Charbonneau
Microcomputer Specialist
Digital Equipment of
Canada

Mr. Robert Juster
Education Specialist,
Eastern Canada Apple
Computers

Mr. Tony Cassils
Manager, Corporate
Planning and External
Scan, Royal Bank of
Canada

Mr. Don Baran
Manager, ACCESS
The Royal Bank of Canada

Mr. Constatine Tenchaff
Director, Organization
and Human Resources
Practice, Peat Marwick
and Associates



Dr. L. McGown
Marketing 641 - Marketing
Management

Dr. K. Argheyd
Management 651 - Business Policy

Mr. J.P. Fortier
Director of Marketing,
Schenley Canada Ltd.

Mr. Ian G. MacDonald
Special Assistant to
Senior Corporate V.P.,
CN Rail

CONCORDIA TRANSPORTATION CENTRE

An exciting new development in the Faculty of Commerce and Administration this year is the creation of the Concordia Transportation Centre (CTC). Lee McGown (Marketing Department) is the Director; Richard Lande (CP Rail) is Assistant Director; Peter Schwartz (CCMS and CN Rail) chairs the Transportation Committee, a group of committed faculty and industry personnel.

The goal of the Transportation Centre is to promote study and research in the field of Transportation, a major Montreal-based industry. The CTC is supported by companies like CN, CP, and CSL. Its objectives are as follows:

- 1) To develop an academic programme in Transportation.
- 2) To encourage faculty research in the field.
- 3) To develop a series of seminars and conferences for students and industry personnel.

This year these objectives are being met in the following ways: First, a series of seminars in Transportation Marketing, Transportation Policy, and Transportation Logistics are being offered at the MBA level. Next year, further course development is anticipated. Second, a limited amount of seed money is being set aside to encourage faculty research in Transportation. A separate announcement on this will be issued soon. Third, several conferences and seminars are being offered with the assistance of the CCMS. On 29 September Mr. Robert Neushel, Director of the Transportation Centre at Northwestern University, gave a seminar on "Transportation Deregulation in the United States". A special student seminar on the infamous 'Crow' is scheduled for 9 November.

The Transportation Centre, operating within the Faculty of Commerce, is designed to help strengthen the linkage between the business community and the Faculty. In developing a programme relevant to the needs of this industry, the CTC expects to see more Commerce graduates receiving job offers in the Transportation industry. From now on when the question is asked: "What



are the strengths of the Faculty of Commerce and Administration at Concordia University?" one definite answer will be: "The Transportation Programme".

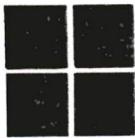
CANADA/CHINA MANAGEMENT PROGRAMME

Dr. V.H. Kirpalani has assumed the position of Director, Exchange & Cooperative Programs. In addition to negotiating arrangements with institutions such as CERAM (FRANCE), Dr. Kirpalani is coordinating the Canada-China Management Programme.

The Concordia Faculty of Commerce and Administration has been selected as one of the leading Canadian Management Facilities to participate in the Canada/China Management Programme. CIDA and Ministries of the Peoples Republic of China have reached an agreement for financial aid to fund this programme which will link leading Canadian Management Faculties with eight Chinese universities. The four Montreal faculties - Concordia, HEC, McGill and U.Q.A.M. - have formed a consortium which has linked with two Chinese universities: Peoples University of China at Beijing and Tianjin University at Tianjin. Thus the Montreal consortium is handling a quarter of the total linkage in the programme.

Dean Appelbaum is firmly in support of this programme and has strongly encouraged its growth. The first phase will run for four years and all going well there will be subsequent phases. The Montreal consortium has already signed draft collaboration agreements with the Peoples University of China and Tianjin University. In these agreements it is proposed that eight first year MBA courses will be given in China at both Peoples University and Tianjin University. In addition some Chinese students can enter the graduate business administration programmes in Montreal. Four MBA courses are planned for the Summer of 1984 in China. Furthermore the Concordia Faculty of Commerce and Administration has admitted three Chinese students into our MBA programme for Fall 1983 and has invited one Visiting Professor.

The Peoples Republic of China is a giant nation as measured on a number of significant dimensions. It is the world's largest nation in terms of population; one out of every four persons is Chinese. It is the third largest in the world in land area. While per capita income is relatively low, its gross domestic product is big enough to place it in the top ten nations in the world. China is now following an "open door" policy. This includes the expansion of foreign trade, the importing of advanced technology, the utilization of foreign capital, and



entering into different forms of international economic and technological cooperation. The Canada/China Management Programme is one of these cooperation links which offers our faculty and its affiliates the interesting opportunity to enrich our international expertise through continuing contacts with students and scholars from the Peoples Republic of China.

COMMERCE MICROCOMPUTER LABORATORIES

Before the end of October, Commerce Ph.D. students and faculty will find that their computational facilities have been expanded significantly.

Special laboratory space has been allocated on the second and fifth floors of the Guy Metro building. Each laboratory will have both CRT terminal access to Concordia's Cyber computers, and IBM microcomputers which can be used independently or for data and program transfer to a variety of mainframes.

These facilities are designed for those who want to (1) use the Cyber for the statistical analysis of large sets of data, (2) use commercial micro packages for spread sheet, data base and financial modelling purposes, (3) develop programs using the available languages of Assembler, BASIC, PASCAL or FORTRAN.

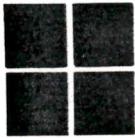
The equipment will include an Epson FX100 dot matrix printer, a diablo letter quality printer, a Hewlett Packard 2-pen plotter and a voice synthesizer.

The project is being supervised by Professor P.F. Wade. Use of the facilities will be coordinated by a committee of Commerce Faculty and Student representatives. A series of orientation seminars is planned for the Fall.

Ph.D. PROGRAM AND RESEARCH

The Ph.D. Program has admitted six new students this year. Their names and fields of concentration are:

Roch Guenette	Quantitative Methods
Deborah Hinton	Management
Jamal Shamsie	Management
Ian Sinclair	Marketing
Donna Smith	Marketing
Harold Star	Management



With the graduation of Bakr Ibrahim and Frank Sbrocchi there are now eighteen students in the program. A reception for all the students in the program was held on September 21.

Research is now combined with the Ph.D. program in the Faculty office of Research and Ph.D. Program. To introduce this new function an information meeting was held at noon on Thursday, October 6 at the Sir George Williams Campus.

An important aspect of the professional life of both faculty and Ph.D. students is keeping up to date in the various fields of research in administration. To facilitate this and generally encourage an atmosphere conducive to research in the Faculty, the Research and Ph.D. office is sponsoring a workshop series featuring noted visiting speakers. Two have been held thus far in the term and have attracted considerable interest. Subsequent speakers in the series are:

Monday October 17	William Scott	On honest communication in organizations
Friday October 21	Arun Jain	Choice Modelling
Wednesday October 26	L.S. Rosen	Challenges in accounting Education
Wednesday November 2	Pierre Vézina	Pension accounting in Canada
Friday November 4	Myron Gordon	A topic in finance
Friday November 11	Ron Burke	Relationships in career development: mentors and mentoring
Friday November 18	Anthony Saunders	Country risk analysis: A survey
Friday November 25	John Murry	Alternative superlative monetary aggregates
Friday December 2	J. Boness	A topic in finance

The workshops will be held from 12:00 to 14:00 p.m. in Room GM 504. Coffee and sandwiches will be served.

Future plans include an internal research workshop series and a working paper series. In addition, the Research and Ph.D.



office will act as an information and clearing centre for Faculty research. It is our intention to encourage long term research projects which will directly involve Ph.D. students.

INTERCOLLEGIATE BUSINESS COMPETITION

Queen's University is holding its sixth annual Inter-collegiate business Competition (ICBC '84) and Concordia has been chosen to be one of the 26 schools competing in the preliminary round.

The importance of the ICBC is to expose those participating students to the business community and to promote the positive qualities of the Concordia Business school.

The preliminary competitions are open to undergraduate full-time business students. The students must be full-time for the entire 1983-84 academic year and in good academic standing.

The preliminary round held at Concordia will consist of the following competitions: (1) Computerized Business Game - 3 members (2) Business Policy Game - 3 members (3) Accounting Case - 2 members (4) Labour Arbitration Case - 2 members.

The preliminary round will determine which five from among the 26 universities should be invited to Queen's University in the final competition.

The Intercollegiate Business Competition permits students to test their wit, intellect, and organizational/social skills. The students' reward will be a fascinating and enlightening experience in what may be one of the most life-like business situations in their academic year.

CONCORDIA MBA CASE COMPETITION

The case competition will be run this year by MBA students Paul Leventhal and Luigi Franco. Faculty advisors are Cleve Patterson (Coordinator), Kamal Argheyd and Chris Ross (Adjudication) and Bakr Ibrahim (Team Coach). Other faculty members who would like to be involved in this exciting annual event should contact Cleve Patterson.

Dates for the competition are January 26-27-28, 1984, and invitations to participate have been sent out to 18 universities in eastern and central Canada. The format will be similar to last year, except for some improvements in the adjudication system.



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In 1983, 70 senior executives from the Montreal area acted as judges and, based on their enthusiastic reactions, a similar response is expected this year. The Concordia Centre for Management Studies is sponsoring the event and providing financial support and several other organizations, including the Bank of Montreal and the Institute of Management Consultants, are also participating.

MICROCOMPUTER WORKSHOPS

The Advisory Committee of Micro Computer Users Group of the Faculty of Commerce & Administration, would like to announce the following workshops:

Introduction to Microcomputers - October 21 & 22 November 18 & 19

The advent of microcomputers has had great impact on our lives. In these two-day workshops, you will learn about the fundamentals of microcomputers, typical components of a micro, hardware and software classification, and BASIC programming.

Hardware and Software Selection - November 5

This seminar will examine issues surrounding the selection of micros. You will learn about the capabilities of different micros, costs, the available software and their pitfalls.

Advanced BASIC Programming - December 3

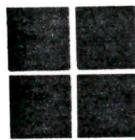
This workshop is designed for those who have already attended the introductory workshop or have previous exposure to BASIC programming. You will learn about the capabilities of BASIC and its advanced features, in addition to some advanced programming techniques such as sorting and searching.

The Workshops will be held from 9:30 a.m. to 4:30 p.m. in Room H 605. For further information, please contact Professor Ali Farhoomand, Department of Quantitative Methods, 4386.

AWARDS, PRESENTATIONS AND PUBLICATIONS

STEVEN H APPELBAUM, Dean, Faculty of Commerce & Administration.

Dr. Appelbaum's recent publications include:



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and Samuel C. Certo, Principles of Modern Management: A Canadian Perspective, Wm. C. Brown Publishers, Dubuque, Iowa, March 1983, 583 pages.

and Samuel C. Certo, Instructor's Manual, Principles of Modern Management (Canadian Edition), Wm. C. Brown Publishers, Dubuque, Iowa, March 1983, 103 pages.

, Louis E. Boone and David L. Kurtz, Contemporary Business, (Canadian Edition), Holt, Rinehart and Winston Ltd., Toronto, Ontario, Tentative Publication 1984, approximately 700 pages.

, Louis E. Boone and David L. Kurtz, Instructor's Manual To Accompany Contemporary Business (Canadian Edition), Holt, Rinehart and Winston Ltd., Toronto, Ontario, Tentative Publication 1984, approximately 350 pages.

Articles Published in Book of Readings

, "A Profile of Leadership and Motivation Within a Closed Hospital Climate", Reprinted in Readings in Health Care Administration, Pan American Health Organization of the World Health Organization, Washington, D.C., Winter 1983.

, "A Case of Departmental Custody", Reprinted in Case in Public Management (4th Ed.), Robert T. Golembiewski and Michael White (Editors), Houghton-Mifflin Co., Boston, Mass., 1983.

Articles

, "The Organization Climate Audit: How Healthy is Your Hospital?", accepted for publication by Hospital and Health Services Administration, Winter 1984.

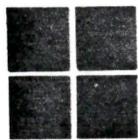
Conferences

, "The Management of Stress", a conference presented to the Canadian Association of University Business Officers, Montreal, Quebec, Canada, June 6, 1983.

, selected as Chairperson of Workshop on Quality of Working Life, Canadian Association of University Business Officers, Montreal, Quebec, Canada, June 6-7, 1983.

KAMAL ARGHEYD Assistant Professor, Department of Management

Kamal Argheyd has had a paper entitled "OPEC: Market Dominant or Subservient" accepted for presentation at the 1983 annual meeting



of the Academy of International Business in San Francisco. This paper is co-authored by F. Simyar (University of Ottawa) and M.R. Vaghefi (University of North Florida).

Kamal Argheyd will also be presenting a paper entitled "U.S. Multinationals in Canada: An Environmental Appraisal" (co-authored with M.R. Vaghefi) at the annual meeting of the North American Economics and Finance Association.

H. BARTEL Associate Professor, Department of Quantitative Methods
Seeking Relevance in Frameworks for Indian Development Processes. Research Monograph. July, 1983 (with Carl E. Beigie and P. Wrage).

A Planning Approach for the Canadian Economy. Science Council of Canada. Research Monograph. June, 1983 (with Carl E. Beigie and P. Wrage).

"The Problems of Implementation of Government Assistance Programs." Science Council of Canada. Discussion Paper. May, 1983 (with Carl E. Beigie and P. Wrage).

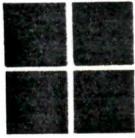
The Utility of Concessionary Financing. Indian and Northern Affairs, Canada. Research Monograph. April, 1983 (with Carl E. Beigie and P. Wrage).

ULRIKE DE BRENTANI Assistant Professor, Department of Marketing
Presented "The New Product Screening Domain of Industrial Product Firms: An Empirical Analysis" for the Industrial Marketing Division at the 1983 ASAC Conference.

In addition, Dr. de Brentani is the recipient of the 1983 ASAC Award of Excellence for best paper presented by a Ph.D. student in any division.

Ulrike de Brentani and Michel Laroche have edited Readings in Canadian Marketing, published by Kendall/Hunt, 1983.

ABRAHAM I. BRODT Associate Professor, Department of Finance
Professor Brodt's "International Bank Asset and Liability Management" has been accepted for publication in the Journal of Bank Research.



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ROB DAINOW Lecturer, Department of Management

Mr. Dainow has been accepted into the Ph.D. Program in Educational Technology. He was awarded an F.C.A.C. "Bourse de doctorat" (ranking 2nd from 32 applicants). As well, Mr. Dainow received an \$8,500 grant from the Department of Industry, Trade and Commerce for two "Work Scholarships" and the production of a videotape case study, under the "Management Excellence in Small Business" program.

EVAN DOUGLAS Associate Professor, Department of Finance

Paper entitled "Expected Present Value, Markup, and Behavioral Models of Competitive Bidding" accepted for publication in Management Decision.

Invited paper entitled "Pricing for Economic Objectives Given Search Costs and Price Adjustment Costs" forthcoming in Journal of Cost Analysis and Pricing.

Contract signed with the Open Learning Institute, B.C., to write a course to be taught at a distance, entitled ECON 450: Managerial Economics.

JOHN DOUKAS Assistant Professor, Department of Finance

Published

"Currency Substitution Under Different Exchange Rate Systems" presented and published in the proceedings of the ASAC conference - May 1982 at UBC Vancouver.

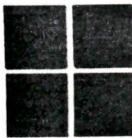
Under Review

"Currency Diversification Under Fixed and Floating Rate Systems" is currently under review by the American Economic Review.

"Unanticipated Money Growth and Unemployment in the United Kingdom" is currently under review by the Weltwirtschaftliches Archiv.

To be Presented

"A Comparative Analysis of Country Risk Assessment Systems: U.S. vs. Japan, co-authored with A. Jalilvand accepted to be presented at the annual meeting of the 1983 Financial Management Association (FMA) meeting to be held in Atlanta, October 1983.



Working Papers

"Determinants of International Credit Allocations: LDC's vs. Industrialized Nations, co-authored with A. Jalilvand.

"Money Supply Announcements and Exchange Rate Movements."

"Canadian Banks: International Lending Exposure and Domestic Credit Needs."

ALI FARHOOMAND Lecturer, Department of Quantitative Methods

Publication

With Dale Doreen, Evaluation of Small Business Loans in Canada, Journal of Small Business-Canada, November 1983 (Forthcoming).

Other Activities

Designed and developed a new MBA seminar titled "Microcomputers: A New Wave in Information Processing". The seminar is being offered in both Fall and Winter semesters.

Offered a workshop in "Introduction to Microcomputers" to the members of Commerce Faculty in September. More advanced workshops will be offered in the next two months. For details please consult the announcement in this issue of The Quarterly.

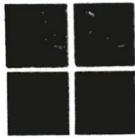
Work in Process

Involved in a research pertaining to the applications of microcomputers in professional offices. This research is primarily aimed at investigating the issues surrounding the computerization of dental offices.

In process of establishing a data base containing information related to high technology. This data base will be used by the faculty members and students to obtain information pertaining to various aspects of high technology such as public data bases, microtechnology, and office automation.

S.K. GOYAL Associate Professor, Department of Quantitative Methods

"How to Choose the Forecasting Software Package You Need?", The Journal of Business Forecasting Methods and Systems, Vol. 2, No. 2, Summer 1983, pp. 3-5 (by S.K. Goyal, E. Mahmoud and G. Rice).



"A Case Study of a Model of Technology Diffusion in Less-developed Countries," International Journal of Production Research, Vol. 21, No. 4, pp. 489-497. (By G.S. Kindra (of University of Ottawa) and S.K. Goyal.)

THEODORE T. HERBERT Professor, Department of Management

Dr. Herbert has been elected a Fellow of the Academy of Management. He was inducted at a Banquet August 16, 1983, in Dallas, Texas. He is only the third faculty member of a Canadian university to be so honored.

The Fellows is an honorary group within the Academy of Management. It is the highest honor of the Academy to be elected a Fellow, the criteria for nomination including "outstanding scholarly contributions to the field of Management." The Academy of Management itself is an international professional society of management professors and executives, numbering about 5,000 from all around the world; it was formed in 1936. The Fellows group was begun in 1948 and numbers about 80 active members.

Dr. Herbert's recent activities include:

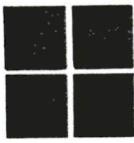
"Strategy and Multinational Organization Structure: An Inter-organizational Relationships Perspective," accepted for publication in Academy of Management Review.

"Pitfalls in the Planning Process," accepted for publication in Managerial Planning.

"Creating the Conditions for Effective Implementation of Strategies: Evidence on Strategy-Manager Fit," accepted for presentation to the Strategic Management Society Conference, Paris, October 1983. With Ph.D. student Helen Dereksy.

"Attribute Profiling the Undergraduate Business Student: Implications for Management Education," accepted for presentation to the Southern Management Association, Atlanta, November 1983. With G. Popp and T. Wheelen.

"Toward Matching Manager and Strategy," accepted for presentation to the Southern Management Association, Atlanta, November 1983. With Ph.D. student Helen Deresky.



ABOLHASSAN JALILVAND Assistant Professor, Department of Finance

Corporate Behavior in Adjusting to Capital Structure and Dividend Targets: An Econometric Study (with R. Harris). Forthcoming in the Journal of Finance.

Structure of Security Returns: Some Conceptual and Econometric Issues, ASAC Proceedings, Vancouver 1983.

Presentations

"A Comparative Analysis of Country Risk Assessment Systems: U.S. vs. Japan" (with John Doukas and Ron Mallom). Accepted for presentation at the 1983 Annual Meeting of the Financial Management Association, October 19-22, Atlanta.

Working Papers

"Put-Call Parity and Market Efficiency in the Canadian Option Market" (with Arnon Steinfeld), June 1983.

"Determinants of International Credit Allocation: LDC's vs. Industrialized Nations" (with John Doukas), June 1983.

GARY JOHNS Associate Professor, Department of Management

Gary Johns has received the Academy of Management Organizational Behavior Division's New Concept Award for 1983. This award was given for "the most significant contribution to the advancement of theory and/or method in organizational behavior research" published in 1982. The award was for a chapter by Gary and Nigel Nicholson in the 1982 volume of Research in Organizational Behavior entitled "The Meanings of Absence: New Strategies for Theory and Research."

V.H. KIRPALANI Professor, Department of Marketing

In addition to his Exchange Program activities, Dr. Kirpalani is also a member of the International Council, American Marketing Association which has a membership of over 45,000. He has also received a \$20,000 FCAC Faculty Research Grant with Professor Darmon of McGill and Professor M. Laroche of the Department of Marketing. Dr. Kirpalani is a Governor of the Academy of Marketing Science and on the Editorial Board of its journal. Presentation: "Small Firm Exporting: Theoretically and Empirically Based Observations," Proceedings Administration Sciences Association of



Canada Annual Conference 1983 (International Business Section)
with J. Denis and H. Etemad.

MICHEL LAROCHE Professor, Department of Marketing

Michel Laroche, Jerry Rosenblatt and Ian Sinclair will be presenting a paper entitled: "Brand Categorization Strategies in an Extensive Problem Solving Situation: A Study of University Choice," at the 1983 Association for Consumer Research Conference in Chicago, October 20-23, 1983.

Jacques E. Brisoux (UQTR) and Michel Laroche have been awarded a three year grant (\$22,000 each) by the FCAC Foundation to study brand categorization processes by consumers.

Michel Laroche has been appointed ASAC Vice-President for a two year term.

Ulrike de Brentani and Michel Laroche have edited Readings in Canadian Marketing, published by Kendall/Hunt, (1983).

CARLA LIPSIG-MUMME Associate Professor, Department of Management

Publications

Carla Lipsig-Mummé. "The Renaissance of Homeworking" in Relations industrielles/Industrial Relations, Vol. 38, No. 3, 1983.

, "La renaissance du travail à domicile dans les économies développées" in Sociologie du travail (France) No. 3, 1983.

, "The Web of Dependency: Quebec Unions and the State before 1976" in Alain Gagnon ed. Quebec State and Society in Crisis, Methuen/Carswell, 1984.

Elections

Fellow of Simone de Beauvoir Institute.

Lectures at Other Universities

Trent University, Public Lecture Series, "The PQ and the Unions: The Coming Crisis in Quebec Industrial Relations," March 30, 1983 Peterborough, Ontario.



Media

In connection with the garment industry negotiations in August, appeared on Canada AM (August 17) and The Journal, (filmed at Loyola on August 25).

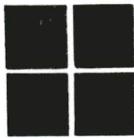
As well, was interviewed on As It Happens (August 17 and 18), Sunday Morning (August 21), Emission Présente (August 15) - all CBC Radio.

For Labour Day, participated in a two part round-table on "The Future of Collective Bargaining in Quebec" (September 6 and 7) on Home Run (CBC-Radio).

ESSAM MAHMOUD Assistant Professor, Department of Quantitative Methods

Presented two papers entitled "An Evaluation of Selected Computer Packages for Forecasting," "An Evaluation Method for Short-term Forecasting Techniques" (with Carl Pegels, SUNY) and was co-author of "Forecasting and the Data Base: An Analysis of Data Bases for International Business" (presented by Gillian Rice) at the Third International Symposium on Forecasting (June, 1983) in Philadelphia, U.S.A. He also chaired a session on "Evaluation of Computer Models and Data Bases". He presented a paper "Criteria for Selecting Computer Packages for Forecasting" at the International Business Schools Computer Users Group (IBSCUG) Conference (July 1983) in Waterloo, Canada. He was chosen to serve on the IBSCUG Committee for promoting IBSCUG in addition to assuming the responsibility for the introduction of a journal by this organization.

At the American Statistical Association Joint Meeting (August 1983) in Toronto, he presented a paper entitled "An Approach for Selecting Time Series Forecasting Models" (co-author, Carl Pegels, SUNY). He also presented "Empirical Results on the Accuracy of Short-term Forecasting Techniques" at the International Time Series Meeting (ITSM), (August 1983) in Toronto. He is a member of the organizing committee for ITSM. He will be attending and presenting papers at the TIMS/ORSA Annual Meeting November 1983, in Orlando and at the International TIMS/ORSA Meeting, June 1983, Copenhagen. He has been asked to chair a session on forecasting at the latter. He has also been asked to organize and chair a session on Computer Packages for Forecasting at the Fourth International Symposium on Forecasting (to be held in London 1984). In connection with this, he is preparing a list of forecasting packages and their features.



His recent publications are "Six Obvious Steps to a Forecasting System" in the Journal of Business Forecasting Methods and Systems Vol. 2, No. 2, Summer 1983 and "How to Choose the Forecasting Software Package You Need" (with Suresh Goyal and Gillian Rice) in the Summer issue of the same journal.

RONALD McTAVISH Professor and Chairman, Department of Quantitative Methods

Professor McTavish has recently been appointed Founder Member and Member of the Governing Council, Canadian Institute of Marketing. His recent publications include:

McTavish, R. and Ross, C., "Teaching the 4 P's in Developing Countries," Proceedings: Conference of the Marketing Education Group of the United Kingdom, Cranfield, London, England, Summer 1983.

McTavish, R., "Forecasting and Capital Budgeting Decisions - Expectations and Reality," Proceedings: Third International Symposium on Forecasting, Philadelphia, June, 1983.

McTavish, R., "Planning New Industrial Products: Is Strategic Planning More Important than Forecasting?" Management Research News, Vol. 6, No. 2, 1983.

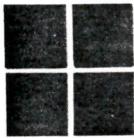
McTavish, R. and Church, N., "Micro-Segmentation in Industrial Markets by Buyer Sophistication," Proceedings: Administrative Sciences Association of Canada, Marketing Division, Vancouver, May 1983.

Duhame, C., McTavish, R., and Ross, C., "Marketing for Development: A Not-for-Profit Perspective," Proceedings: Administrative Sciences Association of Canada, Marketing Division, Vancouver, May, 1983.

Ross, C., and McTavish, R., "The Marketing Education Task in the Third World," Journal of Marketing Education, (in press).

Duhame, C., McTavish, R., and Ross, C., "Marketing for Development: A Social and Not-for-Profit Perspective," Eighth Annual Macromarketing Seminar, Rhode Island, August 1983.

McTavish, R., and Barnes, James G., "Segmenting the Industrial Market by Buyer Sophistication," European Journal of Marketing (in press).



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McTavish, R., "Segment Buyers' 'Sophistication' to Reach Industrial Markets Efficiently," Marketing News, Vol. 17, No. 19, September 1983 (with Church, N.).

McTavish, R., "The Market Potential for a Specialized International Air Cargo Service Based at Mirabel," YMX Air Cargo Services Ltd., March, 1983, (Company Report).

McTavish, R., "The North American Market for Light Duty Valves," Plattsburgh Foundry Inc., May, 1983, (Company Report).

In addition, Professor McTavish has been appointed Reviewer, Journal of Business Research.

CLEVE PATTERSON Associate Professor and Chairman, Department of Finance

Professor Patterson has been elected Chairman of the Executive Committee of Margan Financial Enterprises Inc. as well as a director of the firm's two principal subsidiaries, Morgan Trustco and Morgan Bancorp.

During the summer he had the following articles either published or accepted:

"An Alternative Decision Model for Regulating Public Utilities: Comment," in Public Utilities Fortnightly.

"The Effects of Leverage on k," in Regulatory Reform: State of the Art, ed. J.R. Foster and S.R. Holmberg, (Washington, D.C.: Institute for Study of Regulation).

"The Effects of Leverage on the Revenue Requirements of Public Utilities," in Financial Management, (Autumn 1983).

"Flotation Cost Allowance in Rate of Return Regulation: Comment," in Journal of Finance, (September).

He has also carried out several studies on cost of capital, capital structure and inflation-adjustment methodologies for CP Rail in connection with the current "Crow" legislation.

BRUCE PRINCE Assistant Professor, Department of Management

Bruce Prince recently completed a three year term on the steering committee of the Career Interest Group of the Academy of Management and began a term as an assistant editor for the Career

Forum, the newsletter for that group. In August he presented a paper entitled "Allocative Structures of Organizations" at the National Academy of Management Meetings in Dallas. A monograph on performance appraisal which includes a chapter by Professor Prince will be published in early 1984 by the ASPA Foundation. Also, a previous article entitled "The Design of a Career Oriented Human Resource System," will be included in the second edition of Health Care Administration: A Managerial Perspective by S. Levey and N.P. Loomba.

GILLIAN RICE Assistant Professor, Department of Marketing

Gillian Rice presented a paper "An Empirical Study of the Effect of Political Uncertainty on International Marketing Strategy" at the 1983 Annual Conference of the European Marketing Academy, Grenoble, April 13-15, 1983. She also presented a paper co-authored with Essam Mahmoud (Quantitative Methods Department) entitled "Forecasting and the Data Base: An Analysis of Data Bases for International Business" at the Third International Symposium on Forecasting, Philadelphia in June. In July she attended the American Marketing Association Faculty Consortium on International Marketing at Georgia State University in Atlanta. A paper by Suresh K. Goyal, Essam Mahmoud and Gillian Rice entitled "Managerial Criteria for Selecting Forecasting Packages" was published in the Summer 1983 issue of The Journal of Business Forecasting Methods and Systems.

CHRISTOPHER ROSS Assistant Professor, Department of Marketing

McTavish, R. and Ross, C., "Teaching the 4 P's in Developing Countries," Proceedings: Conference of the Marketing Education Group of the United Kingdom, Cranfield, London, England, Summer 1983.

Duhame, C., McTavish, R., and Ross, C., "Marketing for Development: A Not-for-Profit Perspective," Proceedings: Administrative Sciences Association of Canada, Marketing Division, Vancouver, May, 1983.

Ross, C., and McTavish, R., "The Marketing Edubation Task in the Third World," Journal of Marketing Education, (in press).

Duhame, C., McTavish, R., and Ross, C., "Marketing for Development: A Social and Not-for-Profit Perspective," Eighth Annual Macromarketing Seminar, Rhode Island, August 1983.



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"Factors Influencing the Choice of Export Channel and the Export Performance of Canadian Exporters" paper accepted for presentation at the World Marketing Congress, Halifax, Nova Scotia, November 3-5, 1983. Co-authored with Richard Martin.

Thank you all for your support and encouragement. Our next issue of the Quarterly will be coming out in early January. I welcome your input, comments and suggestions.

Merci mes amis!!

A handwritten signature in cursive ink, appearing to read "Sandra".